2014

Whistling Kettle Server Training Manual

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Introduction

Congratulations on being selected to perform one of the most important, challenging and rewarding jobs at the Whistling Kettle! As a Server, you will set the stage and have a direct impact on each guest's experience. You will determine whether each guest feels welcome, appreciated and well cared for.

We will provide you with the training you need to be successful. We take great pride in our quality food and friendly, responsive service. Our high standards can only be maintained through great people like you who share our values and desire to do the very best job possible for our guests every day.

As a server, it is essential that you maintain an energetic, friendly and caring attitude at all times. It is your responsibility to see that each guest is made to feel special and enjoys our fun atmosphere and great food and beverages.

The guidelines listed on the following pages have been established to help you in your effort to provide these qualities to our guests. Along with the hands-on training you will receive, this manual will provide answers to questions you may have regarding your tasks, responsibilities and operating procedures for the Whistling Kettle. The Whistling Kettle's mission is to enrich the lives of our guests, our employees and owners. We do this through superior quality food and beverages, legendary customer service, sales growth, cost controls and treating our employees like family. We believe that our employees are our most important resource and our success depends upon creating and retaining a staff capable of delivering an exceptional dining experience to every customer, every time. Our Mission statement simply put!

C.A.R.E.S.

- **C**ustomers are our focus
- **A**ttitude affects everything
- **R**espect others-have fun
- **E**arn profits for everyone
- **S**ervice is EVERYTHING!

Once again, welcome to the Whistling Kettle Team!

Server Functions & Responsibilities

Successful sales and service result from confidence, which can only be developed through knowledge. We will provide you with ample material to develop the necessary knowledge and confidence in relation to service techniques, the menu and the tea list.

You, as a server for the Whistling Kettle, must learn it.

General Job Guidelines and Responsibilities

- When taking an order, always look the customer directly in the eyes, and stand erect. Never lean or write on the table. Never crouch down on your knees.
- Never handle a glass by the rim with your hand over the drinking surface.
- Never handle silverware with your hand over the eating surface.
- When handling plates or food, never let your hand touch the eating surface or the food.
- Know your schedule.
- Know what time to be here for each shift.
- Know what the daily specials are
- Know the history of the restaurant. (In catalog)
- Know the menu
- Know the managers.
- Avoid any long conversations at any particular table. This will only upset your other customers.
- Clear your mind of everything except work when you walk in the door. When you're at the table make sure your mind is at the table too. Guests can tell when their server is not totally mentally present with them at the table and it has a negative impact on the guests' experience and the server's tip.
- If you get behind, ask for assistance. You'll never get in trouble for asking.
- Keep yourself geared up so that you are ready for any rush. We get most of our complaints during the Restaurant's slow period.
- Don't ever stand around or lean on anything. You can always be cleaning. Running food/beverages, clean-up, wiping shelves or the sales station, taking bus tubs to the back, etc. A server never goes into, or leaves, the kitchen empty handed. Full hands in, full hands out!
- Always be sure that all your food is secure when you leave the kitchen. Never attempt to carry too much. Two safe trips are better than one catastrophe.
- If an order is delayed in the kitchen, first inform the manager, and then tell your customers. The manager will go to the table and explain the situation as well. Get your stories straight. Never hide from your customers.

- Learn to use your time wisely. When in your station, check all the tables before going back to the kitchen. Don't go to one table then go to the kitchen. Consolidate your trips. Fill up all glasses in your whole station, clear all plates, and then go on to something else. This is the secret to running volume and making more money.

- Always try to take out complete orders. Know how the crepe hold feature works.

- If your entire section clears at one time, don't take orders from four or five new hits at once. You'll end up running yourself to death for twenty minutes, and then have nothing to do for ten. Take one order, then go to the next table and tell them you will be right back to take THEIR order. Take drinks and appetizers out to the first table, and then go to the others.

- You won't believe how patient people will be if they just see you. Don't hide from your customers. If you use this method in taking orders, you will find that your food will be out more consistently on time, and you will give much better service over all. You will have more time to converse with your customers. People look for more than just good service and food when they go out today. They want a total dining experience. They look for that little extra personal touch which only you as their server can give them. Never spend more than two minutes away from your station. No server ever made any money in the kitchen.

- Anytime you wait on a customer, put yourself in their place and ask yourself if you would be happy with the job you did at that table.

- If one person asks for something at a table, make sure you ask everyone at the table if they too would like that item. This will save you a lot of extra trips. If one person requests more iced tea, ask everyone else.

- When serving coffee or hot tea, ask people if they would like cream when they place their order for coffee instead of making an extra trip later. Remember that typically black tea only would work with milk or cream. (Remember fruit teas will clot with milk/cream – let your customer know if they ask for it.)

- When pouring tea or water, never handle the rim of the glass and always take the glass off the table and pour in the aisle. Do not touch the pitcher to the customer’s glass.

- Whenever you are reaching across someone or serving in front of someone, excuse yourself.

- Always keep your fingers and thumb off the plates you serve.

- Punctuality is very important. If you get to work late, you start out behind. BE ON TIME.

- We know that servers work for tips. All people do not realize this. If you get slighted on a tip, it may be because people think the tip is included in the bill or because they just don't like to tip. The customer is NOT required to tip. If you get stiffed, it is unfortunate, but you must take the good with the bad. Any customer feedback about an employee regarding a bad tip will not be tolerated and is grounds for immediate dismissal.

- NEVER SIT DOWN WITH A CUSTOMER or friend while on duty, even if they ask you to.

- When waiting on parties of one, or an ace as they are called in the restaurant business, special attention should be paid to them. They are generally in and out quicker than other parties, and they are usually the best percentage tippers.

- The most neglected customer in the restaurant is the late customer. People who come in the last few minutes of the evening are usually the best tippers. They don't care how busy it was or how tired you are. They are here to enjoy themselves. Restaurants are noted for hurrying along late coming customers. We are not rushing them, but we must get their order because the kitchen is closing. They may sit there and enjoy their meal for a reasonable amount of time. Treat them as though they are the first customers of the day.

- A tip should never be removed from a table while the customer is still there. Unless, however, the customer hands it to you or motions for you to come and get it.

- If you are having a problem with a door hostess or another employee, go directly to the manager. Do not harass the employee.

- If you must go to the bathroom during the shift, ask someone if they will please watch your station while you are gone, and inform a manager so that they are not looking for you.

- Unauthorized persons are not allowed in the kitchen. If one appears, politely but firmly escort them out and get the manager, or whomever it was they wanted to speak to.

- No server is to change his or her station or pick up extra tables without the consent of the manager on duty.

- Tips are not included: except for parties of 5 or more, and only with the manager's consent (20%).

- Always check your glassware for cracks and dried food before filling them.

- No eating or drinking in front of the house during operating hours.

- No gum chewing or smoking EVER.

- Never attempt to adjust the lights or thermostats in the Restaurant. If there is a problem, get a manager.

- Serve food from customer's left – when possible.

- Serve beverage from customer's right – when possible.

- Clear everything from customer's right – when possible.

- Serve women and children first, then men.

- Whenever you serve a course, ask if there is anything else you can do for the table.

- Check back with your table within 2-3 minutes of receiving their food. This will help prevent customers from asking for a comp’d meal if something can be corrected that was a mistake.

- Make sure your table received their drinks in a timely manner (before their meal). If their beverages were delayed (maybe due to a tea that takes longer to steep), make sure your table is made aware of the reason for the delay. Make sure they have a carafe of water and all other beverages that are quick service are delivered ASAP.
- Remove soiled china and silver when the customer is finished.
- Top off with offer of additional unlimited beverages or water whenever anyone is getting low.
- Bring condiments to the table before they are needed.
- Never walk away from a table without acknowledging its requests.
- Never assume that the change is your tip!

Server Opening Procedures

At the beginning of each shift -

1. Attend to all essentials (restroom, clothing adjustments, grooming) before work.

2. Clock in no sooner than 5 minutes before the start of your shift unless told otherwise from a manager.

3. Check your station assignments – based on your color code.

4. Perform other tasks before silverware rolling. Rolling should be done after all other chores are completed and individually (not in groups).

4. Know your specials.

Server Closing Procedures

At the end of each shift -

1. Make sure your section is cleaned, with all tables and chairs wiped. Follow your color guide. The manager may have additional tasks to perform before you leave.

2. Complete assigned closing side work duties

3. Begin check-out procedures. Check out with a manager/head server.

4. Clock out

The Guest

Never underestimate the importance of a guest!!!

- A guest is not dependent upon us -- we are dependent upon him (or her).
- A guest is NEVER an interruption of our work - he is the purpose of it.

- A guest does us a favor when he comes here -- we are not doing him a favor by serving him.
- A guest is part of our business -- not an outsider.
- A guest is not a cold statistic -- he is a flesh and blood human being with feelings and emotions, like our own.
- A guest is a person who brings us his wants -- it is our job to fill those wants.
- A guest is deserving of the most courteous and attentive treatment we can give him.
- A guest is the lifeblood of the Whistling Kettle.

You Must Be Able To Serve Many Different Types Of Guests

To make appropriate selling suggestions, and give good service, it is helpful to recognize and know how to handle all types of guests. For example

The Timid Guest: Genuine interest and patient understanding will put this type of guest at ease. Even a comment on the weather can make him feel at home.

The Aggressive Guest: This type must be handled in a courteous and businesslike manner. Kindness and politeness can often change him into a steady and appreciative customer.

The Fussy Guest: This is one of the hardest guests to please. Try to stay one step ahead of him by learning the things that irritate him. Be sure to have everything just right, before serving the fussy guest. Remember all of the little things the fussy guest especially likes, even when they may seem peculiar to the average person.

The Over-Familiar Guest: Be courteous, dignified, and avoid long conversations. Stay away from the table, except when actual service is needed. Never try to give a wise crack answer to a smart remark. You will only cheapen yourself and lower yourself to the same level as the rudeness of the guest.

The Guest who is Alone: Don't call attention by asking if he is alone. Seat him where he can see what is going on. The guest may be lonely and want someone to talk to. Be friendly, but don't neglect other guests. With nobody to talk to, time seems long, so serve as quickly as possible. This could be your most critical guest.

The Noisy Trouble-maker: Don't be drawn into arguments. Speak softly. Don't antagonize. Refuse to participate in criticism of management, the establishment, or other personnel.

Guest with hand or arm injuries/disability:

Seat as quickly as possible. Be helpful, ask if you may assist them, but do not be too eager. Be considerate; do not call attention by hovering. Seat wheelchair guests at a table on ground level do not block an aisle. Always make a disabled guest feel important and accommodated.

I Am Your Guest

"You often accuse me of carrying a chip on my shoulder, but I suspect this is because you do not entirely understand me. Isn't it normal to expect satisfaction for one's money spent? Ignore my wants and I will

no longer appear in your restaurant. Satisfy those wants and I will become increasingly loyal. Add a little extra personal attention and a friendly touch and I will become a walking advertisement for you."

"When I criticize your food and service to anyone who will listen, which I may do whenever I am displeased, take heed. I am not dreaming up displeasure. It lies in something I perceive you have failed to do to make my eating experience as enjoyable as I have anticipated.

Eliminate that perception or you will lose my friends and me as well. I insist on the right to dine leisurely or eat in haste according to my mood."

"I refuse to be rushed as I abhor waiting. This is an important privilege that my money buys. If I am not spending big money this particular time, just remember, if you treat me right I will return with a larger appetite, more money and probably with my friends."

"I am much more sophisticated these days than I was just a few years ago. I've grown accustomed to better things and my needs are more complex. I'm perfectly willing to spend, but I insist on quality to match prices. I am above all, a human being. I am especially sensitive when I am spending money. I can't stand to be snubbed, ignored or looked down upon."

"Whatever my personal habits may be, you can be sure that I'm a real nut on cleanliness in restaurants. Where food is concerned I demand the strictest sanitation measures. I want my meals handled and served by the neatest of people and in sparkling clean dishes. If I see dirty fingernails, cracked dishes or soiled table clothes you won't see me again."

"You must prove to me again and again that I have made a wise choice in selecting your restaurant above others. You must convince me repeatedly that being a restaurant guest is a desirable thing in the first place. I can, after all, eat at home. So, you must provide something extra in food and service. Something so superior it will beckon me from my own table to yours. Do we understand each other?"

Service

Definition of "service" according to Webster: To work for. To minister to. To set on a table for a meal. To manage or work. To deliver or transmit.

The Problem: Webster never worked in a restaurant or took care of "our" guests.

The Whistling Kettle's definition of service:

"The manner in which the customer is treated."

If you think we are in the restaurant business, you are wrong! We are in the business of retail sales. We manufacture a variety of products and merchandise in our kitchen and bar. Then, we offer it for sale to customers in a display service area known as counter tops, tables, and dining rooms. Unlike most retail operations, such as department stores, our product has a limited shelf life, due to potential spoilage.

There is a greater sense of urgency for selling, moving, and serving our products. Our Restaurant is not merely a place to eat or drink, but rather a building designed to accommodate, facilitate, and promote the retail sales of food and beverage to customers through service. We provide service as a way of making sales to our guests.

To Serve Is To Sell

You don't buy coal; you buy heat

You don't buy circus tickets; you buy thrills

You don't buy the paper; you buy the news

You don't buy glasses; you buy vision

You don't buy dinner; you buy sales and service.

The difference between a restaurant and other retail sales organizations:

1. In a restaurant, we manufacture AND sell our product under the same roof.

2. In a restaurant, we know our guests are here to buy, not browse

3. In a restaurant, our guests may return as many as two times a day. Although this is unlikely, some guests may be regulars, day after day. No one buys the same shoes, pants, or socks three days in a row.

4. Department stores provide service. Restaurants provide hospitality: a warm feeling from feeding both the body and the soul.

5. More entertainers open restaurants and bars than department stores. Why? Because this is showbiz!

Our function as a ***Restaurant*** is to acquire and maintain business, to turn casual customers into loyal, repeat guests.

Five basics of service excellence:

1. Look at me.

2. Smile at me.

3. Talk to me.

4. Listen to me.

5. Thank me.

Remember, every restaurant owes its existence to its customers.

When a customer forms an opinion of any food establishment, service and food presentation stand-alone. No matter how beautiful the surroundings or how delicious the food; **poor service will certainly ruin the entire dining experience.** When developing good service, promote these qualities: promptness, courtesy, good manners, enthusiasm, and teamwork. In short, project a professional attitude. Unless

you attain this goal, you will not be able to provide the high quality of service we expect here at The Whistling Kettle.

Each time you service a table; our reputation rests in your hands. You have the power to influence the opinion of those people. If they are happy with you and your service, they will probably return. They may also recommend the restaurant to their friends. However, if they are not happy...

In order to be properly efficient, service people must be constantly aware of their customers' needs. Anticipate what they will want. Learn to read expressions and body language. If a customer is frantically rubber necking, waving his arms, or nodding, chances are he needs something. The more he must ask for service, the less enjoyable his evening will be. The tip he leaves you will reflect his feelings.

You will be trained, by our most experienced qualified people. The more attentive, enthusiastic, and patient you are, the sooner you will develop the work habits which make you an excellent server, capable of taking great care of our guests and be rewarded financially too.

Servicing the public, in any business, requires a vast amount of humility and patience. Always maintain a friendly, but professional attitude. If you need help, ASK FOR IT. Even if you become an excellent server, there will be times when you will get behind. Have enough consideration for your customers, and the house, to get assistance WHEN NECESSARY. Remember - Teamwork - no business can survive without it. We have provided you with a service manual. In it we have outlined some helpful suggestions to make your job here more profitable and enjoyable. These are the tools of your trade. Use them wisely and they will help you prosper.

Arrive on time for your shift properly dressed, with scrubbed hands and nails, deodorant, uniform on, and clean shoes. If your appearance is sloppy, your performance will be sloppy. Your appearance, dress, posture, and expressions broadcast to everyone how you feel about YOU. Take pride in yourself, and others will be proud of you. If you wish to change at the store, please make sure you do so BEFORE your scheduled arrival time and not on the clock.

Introduce yourself. Customers want to know who is serving them: It is the added personal touch they enjoy. Also, if they have enjoyed their visit, they can request your station again. They might even tell their friends to ask for you. Call parties are the best tippers. In this manner, you can develop a following.

When people go out to eat, they want to relax. They want you to help them decide what to eat, when to order, what to drink, etc. You are there to fulfill their needs. Don't be pushy; do be confident. Often a customer is nervous. It is your job to make guests feel comfortable, so comfortable they want to come back.

Don't be afraid of customers. 90% of the people dining out won't notice a small mistake. Be relaxed, but alert, and efficient. Always be in control of a situation. Be strong, yet polite.

Always be yourself. Develop your own tableside manner. Avoid using repetitious phrases or seeming "plastic." Your customers will know you are faking it, and they will resent your attitude.

Customer service turn offs:

- ”Do you know what you want” versus “May I take your order”
- Not knowing what they are drinking, i.e., "I think this is the Plain Iced Tea special..."

- "Discussion Groups" of three or four idle servers. All discussions should be held in employee break area, during approved break period.
- Not acknowledging waiting guests.
- Answering the phone with "Hold please."
- Greeting guests with a number, i.e., "Two?" instead of a smile and "Welcome! Will anyone be joining you for lunch today?"

Quality Control

Quality control is a primary responsibility of every employee serving food and drinks to the customer. You are the last person to come in contact with the food before the customer does. If something does not look right or is not presentable, DO NOT SERVE IT! The saying

"People eat with their eyes" is very true. Make sure all of your products look good on the plates.

Things to look for before leaving the kitchen:

1. NEVER yell or argue with a cook. Go directly to the manager. This will alleviate a lot of problems.

2. **Clean plates**. Always check any plates, mugs, silverware, and napkins before you present them to the customer.

3. **Correct portions**. Always check to see that the product is in the right portions. Make sure you are taking YOUR order. This can be very embarrassing at the table. Always ask yourself if you would eat that item if it were brought to you.

4. **Call for back-ups**. If something in the kitchen looks low and you are about to run out, TELL SOMEONE. If you take one of the last bowls of soup, call for back-ups. If the salad is warm or wilted, do everyone a favor, and say something before the customer is served.

5. **When bringing out drinks**, be certain the glass is clean.

6. **Cold food** is as equally important as hot food. Make sure cold foods are going out cold, not warm or cool, but cold.

7. **Bring necessary condiments** with order: i.e., dressings, sides, simple syrup, cream/milk

8. **Check back . . .** within two bites to make sure everything is perfect. Don't say, "Is everything o.k.?" Guests hear this saying so often it's meaningless. Say something like, "How is your Quiche?" Be specific and sincere in wanting to know the answer.

9. **If the customer is not satisfied** . . . or there is obviously something wrong at the table, i.e., cracked glass, foreign object in food, not cooked properly, etc., use the following steps:

- Apologize.

- Remove the items immediately.

- Get a manager. Management will take the necessary steps in making sure that the problem is corrected and that the customer is 100% satisfied.

10. **Remember**, the appearance of the exterior of the building, the greeting of the host, the cleanliness of the restrooms, the appearance of the staff, the quenching taste of our beverages, the flavor and freshness of our food, are all equal quality points. WE must control for the experience of our guests.

Table Introduction

CRITICALLY IMPORTANT!! - Immediately acknowledge all new parties in your section. Regardless of how busy you are; you are never too busy to let your customers know you see them. They come here to be taken care of, so don't start out their dining experience by ignoring them. All new customers should be greeted within two minutes. If your hands are full, the customer knows automatically that you can't take their order, at that minute. You can pause, smile, and say "Hi, I'll be with you in just a minute." This will satisfy the customer so that they feel important and will be able to relax until you return.

When approaching a table your objective is to make your guests feel welcome and confident in knowing you're there to take care of them. You may develop your style and manner of accomplishing this but here are some suggestions to help you get started:

1. **Don't start out by giving your name**. Unless your guests already know you, they don't really care what your name is at this point. Focus on THEM. Make them feel welcome; that they've made a good decision to be at our restaurant and give them a sense they're in friendly, competent hands. Be observant, not scripted. It's o.k. to pay someone at the table a sincere compliment or try to open up some friendly rapport. Later in the meal it's good to give them your name by saying something like, "By the way, my name is Kevin, just let me know if you think of anything else you'd like."

2. **After delivering food to the table**, give the customer a few minutes to try the dish, and then return to the *table. "How is your Panini? Can I get you another...beer, ice tea?"* When checking on food items, always accentuate the positive, and eliminate the negative. Do ask, *"Did you like your scone?"* Don't ask, *"Was everything ok tonight?"* Ask an intelligent, specific question and show you're concerned about the answer you get. If something isn't right, do what you can to make it right.

3. **Each time you take an order**, be aware of what might elevate the guests' experience. Be relaxed and friendly, polite and professional. Have an idea what extras you are going to suggest based upon what you genuinely think will enhance your guest's dining experience. Allow the customers to finish ordering before you jump in with suggestions. If they hesitate, then it's your turn. *"May I suggest the Afternoon tea, which one of our most popular meals"* If they still hesitate, you might say something like,

"Would you like to have a little longer to decide? Take your time and let me know if I can answer any questions."

4. **Upselling** Keep in mind that if you can sell at least one Afternoon Tea at one of your tables in your section, the surrounding tables will see it and want it as well. It visually sells itself. This is one of the easiest ways to sell more high ticket items, increasing your sales and ultimately your tip. If your table is

new to The Whistling Kettle, a great introduction to your table is to explain our customizable Afternoon Tea that includes your sandwich/savory crepe/quiche, soup or salad and dessert as well as beverage.

5. **Know everything on the menu** in terms of what is in it, and what would go well with it. This will be covered in detail in your initial training and will be enforced often in our pre-shift meetings.

6. **Suggest Alcohol with every meal.** Even if the customer just drinks tea, having a beer while they wait for the bulk of their meal will increase your ticket, and it doesn't take long to get out.

7. **Know beverage times.** Some teas take longer than others, so if it is a 7 minute tea then let the customer know it may take a little time. Offer to bring a carafe of water to hold them over. If it's very busy, suggest the iced tea specials – which are ready to pour.

8. **Learn and use guests' names** when appropriate.

9. **Make specific suggestions** at every step of the meal if you think it's appropriate: drinks, beer, desserts. Always keep in mind, your first objective is to show your guests a marvelous time, not PUMP UP THE CHECK. Use your best judgment here. Sure we want to sell, but more importantly, we want our guests to leave delighted so they RETURN!

10. **Merchandise & bulk tea:** if the customer went out their way to let you know they really enjoyed the tea or coffee they ordered, let them know we sell it loose for home brewing in a variety of sizes. Think of our tea and merchandise as continuing advertisement. Our products will be on someone's counter, or on someone's table. A delicious tea will invite conversation about the restaurant, and encourage people to come.

If you can tack on a small amount to each table that you serve, think of the tip that could add up over time! 20 tables x $10 = $200 x 20% tip = $40/shift extra in tips. If you work 5 days a week, that is $200 more each week earned in tips and $10,400 in a year! Just by adding $10 to each table you serve!
Also ask your customer if they have the proper brewing equipment at home. We sell everything a customer could need in a variety of price ranges. Know the merchandise.

Ordering Procedures

When approaching the table, be sure to have your pen ready, book open, and pad ready. (Or hand held POS). Ask the customer if they have any questions concerning either the specials or entrees. After answering all the questions, if there are any, ask if you can take their order.

Through either eye contact or verbal address, you may start to take their order. Be sure to gather all information from each guest before proceeding to the next. If possible, you should take the order from women and children first, and then the men.

Position numbers must identify customers and should be used for larger tables; thus, the orders should be written and ordered in relation to position #1. Position #1 is the seat closest to the first person to your left. Moving in a clockwise direction, continue taking the orders. If no one is sitting in position #1, move in a clockwise direction until you find a customer. This customer will become the position #1 customer. The reason is that we need to know who gets what. There's a chance someone other than you

could be delivering the food to the table. This person must know where to place the food without asking.

Taking the order is the time for making recommendations. Suggest beverages that will complement the guests' meal.

Begin taking the order at the same spot at each table. Start with the person closest to you on your left, and work around clockwise.

Example:

Again, it is very important that every server records orders in the same way. If another person takes the food to the table for you, then he knows where each dish belongs.

Cooking Times & Handling Timing Problems

With our firing system, once an order is rung to the kitchen, preparation of that item begins. Once an order has been placed, you can expect to receive lunch items within ten to twenty minutes.

This time may lengthen during a busy rush. Your tables' experience is dependent upon your awareness and service to the customers from the time they are seated; to the time they receive their order. If, by chance, you have a long time ticket, do not hide from your table. Notify a manager immediately, and we will expedite the situation.

Afternoon Tea Crepes

Learn how to properly enter in crepe holds. By default, when adding a dessert crepe to an afternoon tea, the kitchen will not make it. This is because crepes need to be eaten right away, and will become cold if brought out immediately. The crepe is re-entered and typically has a hold of around 15 minutes so that it is made and brought out later in the meal. Make sure you understand how to use this feature!

When a table has to wait longer than they should for their food, don't just apologize, make a manager aware of the situation so we can get them something to make them happy again. It costs us hundreds of marketing dollars to attract new customers; we can't afford to lose any. A complimentary beverage or scone is a small price to pay to let a guest know we care about their experience and we want them to come back and give us another chance to get it right.

In cases where the kitchen has been woefully out of sync, a dessert or beverage may not be sufficient. Tell the manager-on-duty about all unhappy customer situations. They have the authority to do whatever is needed to try to make amends for a bad-dining experience.

Personal Appearance

Your overall image is our image. You make a distinct impression on each of our guests. The image you create can enhance or detract from our overall concept and the way our Restaurant is perceived in the minds of the guest. You are entrusted with handling our guests' needs and must, therefore, reflect cleanliness and wholesomeness at all times.

Always remember . . .

- You are responsible for keeping your clothing neat and clean at all times. There is no excuse for reporting to work out of dress code.
- Do not wear scented lotion on your hands, as it clings to glassware.
- A smile is part of your dress attire.
- At no time will employees chew gum or eat/drink while in the public areas of our store.
- Make sure you were deodorant and smell clean
- Do not report to work wearing un-pressed or dirty clothing, or unkept hair.

Dress Code

When you walk through the door of the Restaurant, "YOU ARE ON."

You will be informed of the dress requirements when you start with us.

Your dress attire also includes a CONTAGIOUS, ENTHUSIASTIC ATTITUDE. You are required to enter the building for your shift in FULL DRESS ATTIRE. You are also required, when you leave the building, to be in FULL DRESS ATTIRE.

Your dress attire also includes the following, without exception:

- At least two pens
- Bank
- Smile

Dining Room Dress Code

- **Shoes** - Non-slip soles that permit walking safely on wet or greasy floors. Shoes must be clean and preferred is black or white. Socks must be dark, preferably black.
- **Pants & Belts** - Black pants only. Pants must be long enough to touch the top of the shoe. Solid color black belts must be worn with pants that have belt loops. Black skirts are also ok. (Must be knee length or longer)
- **Shirts** – Uniform shirt. **During colder months, you may layer with a solid black or white shirt underneath the uniform shirt.**
- **Appearance** - Clean and well groomed hair. Hair pulled back off the shoulder. Well-groomed hands, fingernails and fingernail polish. Facial hair should be neat and well-trimmed. Hair should not be colored an unnatural color (blue, purple, pink, green… etc).
- **Accessories** - No excessive cologne, perfume, make-up or jewelry. No earrings longer than 1 inch. No hat or unauthorized buttons can be worn.
- **Apron** –Black, waist tie with pockets.

Suggestive Selling

People don't like to be "SOLD." Effective suggestive selling is subtle. You are doing the guest a favor, looking after his best interests by offering your knowledge and expertise and making honest recommendations.

Many of our guests are not familiar with our daily specials. As their intermediary, you are in the position to smooth the way for a confused guest. Above all, be sincere and honest. Always do what you truly believe is in the "guest's" best interest. Recommend items you know are superior and you are certain they will enjoy.

NEVER OVER SELL! Always allow the guest to finish ordering before you start suggesting. Be aware of what the guest is ordering and make sure he understands what he is getting.

Suggest side orders with entrees. "Would you care to pair a Lobster Bisque or a side salad with your quiche?" Always be persuasive and display complete confidence. Make suggestions so positively, that the guest wouldn't dream of questioning your recommendation.

Don't ask the guest a "yes or no" question. This requires him to make a decision. Remember, people come here to relax, not think. If you display confidence and complete product knowledge, the guest will trust your judgment and allow you to take care of him. To sell effectively, you must sometimes bring a need or desire to try something to the surface. Make sure you use the right type of language.

People like to buy, but hate to be SOLD!

For example:

- *"Would you like some wine tonight?"*

If the guest responds, "No," your suggestion is over before it got started.

- "*Would you care for a beer? A Jack's Abbey Harmonious IPA would be great with our panini's.* With this approach, you have exhibited your knowledge and confidence of food and wine by suggesting a specific bottle of wine or pint of beer. The guest has now developed confidence in you. This will greatly enhance your opportunity to make this sale and make other recommendations.

Not every guest is going to buy alcohol or dessert. But you must remember, we know two facts about every customer.

Every Customer:

- Is planning to spend money.
- Wants to have a good time and enjoy their meal.

If you keep these two facts in mind, you will be amazed at how easy it is to sell, providing, of course, you possess the necessary knowledge and confidence.

Through suggestive selling you can:

- Increase check totals. The higher the check, the better your chances of a good gratuity.

Expose the customer to a new and different product he may not have tried, if you had not recommended it. Thus, the evening is more enjoyable and he may return with friends and has more reasons to tell others about the Whistling Kettle. Learn a new tea in detail each week and talk about it with your guests.

Suggestive selling and making personal recommendations is another aspect of good service. Eventually, it will come easily as you build your self-confidence. If a customer loves a tea you recommended, suggest a tin or 4oz bag – let them take the tea home with them! If you don't have time, have a manager or a support staff member talk more about tea. We want the customers to learn as well as have a good time.

Specials & Features of the day

Each day at pre-shift meetings, that day's Specials will be discussed at the Whistling Kettle.

We offer daily specials for two reasons:

1. To limit the amount of time having to tell each customer what the specials are. Our quiche, soups, scones types change daily.

2. To allow us to test items for future menu development.

When presenting the specials, you should start with drink specials, then soups, and entrees. In describing the specials, you must use adjectives, which will entice the customers.

Bad Example: "Today we have White Bean Chicken Chili"

Good Example: "Our featured soup today is our White Bean Chicken Chili with Cilantro, it is gluten free, with a hint of sour cream"

Bad Example: "Our iced tea is Shaolin's Grove"

Good Example: "Our featured tea is Shaolin's Grove which is a combination of 3 premium green teas, white tea and a hint of jasmine and Citrus"

Bad Example: "We have Nine Pin Cider on Draft"

Good Example: "Our Draft special is Nine Pin Cider, made in Albany with apples within 25 miles. It's dry with a hint of champagne like crispness"

It is obvious which of these descriptions sounds more appetizing, and reflects your confidence in the special. If you are not sure which adjectives you should use, ask your fellow sales staff or manager on duty how they would describe the special. You may find that incorporating others' verbiage helps your special descriptions sound appealing.

Beer - Coffee - Tea - Desserts

Desserts

It is a good time to remind guests to save room for dessert, when you return to their table to check on them. At this time, you may want to suggest a few dessert items, to plant the thought. Later, when clearing the table, ask your guests if they are ready to try dessert. You can then begin to describe a few of your favorite dessert items. In today's health-conscious fat-free society, customers stay away from desserts...NOT TRUE. We will try to offer some low-fat desserts, but you, the server, can always suggest splitting a dessert and bringing out additional forks or spoons. This is effective salesmanship that will increase your check, and also enhance your guests' experience.

Closing Out A Table

Presenting the Check

Before presenting the check, look it over to make sure you have charged for everything correctly.

Note – in some instances customers request a beverage prior to ordering. If the order an afternoon tea, it already comes with a beverage. This will require a manager to void the initial beverage. Make sure you comment ‘do not make’ to tea tenders.

After you have determined that the check is correct, give the check in a booklet to the host of the table (if known), or place it in the center of the table and say *"Thank you."* Make sure to let the customer know, at this time, that you are the cashier and will take care of the check whenever they are ready. There is nothing more aggravating for a customer than wandering around looking for a cashier. People also hate to tip when they are standing up by the front door, waiting for the waiter or waitress.

After presenting the check, take a few steps and glance back at the table. If they already have their cash or credit card ready, it may mean they are in a hurry to leave. If this is the case, try to close the transaction immediately or as soon as possible. Guests will notice and appreciate this. We use a server banking system; you are your own cashier. Your are responsible for all your money, including cash, credit card vouchers, comps, discounts and traveler's checks until the end of your shift. You must start your shift with your own thirty-five dollars that is used to make your opening change bank.

If the customer is paying cash, do not make change right at the table!! Take the check and cash to the back of the house, and make change. Return the check and change in a book, along with the receipt. If the customer is paying with a credit card, follow the house procedure. Once the guest has signed the voucher, pick up both the check and voucher, and again, thank the customer. DO NOT examine the tip as you leave the dining room!!
**You are responsible for getting payment from your tables. It is important for you to pick up the checkbooks before the customer leaves (or as they are leaving). This way you can prevent a loss if there was a cash error made by the customer. Do not count the cash in front of them, but bring it to the server station and count it quickly before the customer leaves.

REMEMBER, the process of closing out the check is the time when the guest is deciding on the tip amount. A bad impression here can undo all previous good impressions, and have a direct effect on your gratuity.

The Farewell

When your guests are departing, we have four distinct objectives:

1. To make sure their experience in our restaurant was pleasurable.

2. Thank them, by name, for their patronage.

3. To invite them back for another visit soon.

4. To make sure their last impression is a positive one.

Methods of Payment

Approved methods of payment are cash, VISA, Master Card, and American Express. All other methods of payment, i.e. Travelers Checks, require management approval.

Handling Cash

Here are the procedures to follow when receiving a payment in cash -

1. As noted above, never make change at the table - go to the nearest server station.

2. When making change, always count it twice.

3. Give the guest some ones and five dollar bills to tip you with.

4. Return the change to the guest's table in a check book.

5. Always keep your cash and receipts in a wallet or your apron.

6. Paper bills make no noise when it hits the floor so be very careful with your bills.

7. Never leave your money or wallet unattended.

Check-Out Procedures

1. Your computerized register system will print out your guest check at the end of each table's meal. This alleviates the issuance of any manual guest checks.

2. Once a guest check is printed out and a customer has paid, you will close out that check to cash, Master Card, VISA, or American Express, or other forms of payment. You must keep all printed out closed guest checks for checkout.

3. Before beginning your checkout each shift, check the following: Make sure all your customers are through, have been tabbed, and do not need anything else. I.e., coffee, tea, etc.

- Be certain the manager has closed your section for the shift.
- Make sure you have collected from all of your tables and have all your tickets with you.
- Make sure all plates, silverware, glassware, and containers are cleared from all of your tables.
- Be certain that all of your side work and closing duties are done.

 Make sure that you are in full dress attire at all times, while in the front of the house.

 Have a manger do any deletions of voids, over rings, and promo tickets. You never sit down to eat, drink, or smoke until all of the above are completed. Starting your checkout before all your customers are finished is grounds for termination.

Over Rings Or Voids

Any time you make a register mistake of an item you did not want to ring up. Get a manager immediately to correct this on the register, and notify the kitchen or bar NOT TO PREPARE THAT ITEM. Over rings and voids are register mistakes of items never served or prepared.

House Promo

Occurs anytime an item has been prepared and served to a customer that was not satisfied with the item. Perhaps it was under or over cooked, or the glass was chipped, etc. This would include a customer waiting too long for their meal. Only a manager can do this function on the register. Get the manager before closing any house promo tickets.

Employee Discount/Customer Discount

Occurs anytime the full amount of an item will not be collected. For example, employee meals or coupons offering $2.00 off any menu item, or buy one, get one free coupons, or frequent lunch program discounts.

Only a manager can discount guest checks on the register. Get the manager on duty before closing out any discount checks.

Now You Are Ready To Check Out!!

1. Arrange your credit cards receipts (signed copies)
2. Print out your readout.
3. Confirm your adjusted cash/net deposit and your tips balance. (tip out to support should be 3% of all sales)
4. Have all money counted and faced.

Alcohol Awareness

Make sure you request ID for anyone that appears under 35. It is rare, but keep management informed if you notice an intoxicated or unruly guest.

To serve or not to serve?

By understanding and fulfilling your responsibilities...

Your Role:

 Observe

 Monitor

- Report

Assisted by the guidance and support of management...

Your Manager's Role:

- Confirm
- Confront
- Resolve

With adherence to the company's policies...

1. We will not knowingly serve alcohol to an obviously intoxicated or underage customer.
2. We will offer alternatives to alcohol.
3. We will create an atmosphere to promote responsible drinking.
4. We will make a reasonable attempt to prevent obviously intoxicated customers from driving.

. . . We can accurately and confidently answer that very important question.

- Responsible service of alcohol requires a team effort.
- Know and watch for the signs of intoxication. If there is any question, avoid further service and report to a manager who will make the final decision and determine whether the guest should remain or leave.
- If you know what it takes to get someone drunk, you can prevent it by monitoring their consumption and offering alternatives.
- Do not allow drunks to come in, and do not allow intoxicated guests to drive.
- Hospitality is our business. Beverage service is only one element.
- Cooperation between employees and management allows us to exercise a degree of influence on the behavior of our customers that will result in an atmosphere of responsible drinking.

Sanitation

The responsibility of management and staff to protect the public from food borne illness is fundamental. A food borne illness is simply a disease that is carried, or transmitted, to human beings by food.

Throughout your training, you will receive information concerning proper temperatures of food storage and serving, as well as, cleanliness standards, proper use of chemical cleaning, and disinfectant products. It is our objective to operate the restaurant at the highest level of cleanliness and sanitation for the benefit of our customers and employees.

Safety

In addition to a clean and sanitary environment, the Whistling Kettle provides a safe environment. One of our goals here at the Whistling Kettle is to operate an accident-free restaurant. A safe restaurant takes teamwork and effort on everyone's part. Whenever you see a potential hazard, or something you notice as unsafe, notify a manager immediately.

Always wash your hands after you -

- Smoke, eat, use the restroom; touch money, raw foods, or your face, hair or skin; cough, sneeze, or blow your nose
- Comb your hair, handle anything dirty
- Before and after taking a break

Dispose of waste properly -

- Take garbage out frequently.
- Keep garbage areas clean and sealed.
- Clean and sanitize garbage cans regularly.
- Store soiled linen in a laundry bag or non-absorbing container.

Keep insects and animals out by -

- Keeping doors closed.
- Taking garbage out frequently and keeping garbage areas clean.
- Report any holes where an animal can enter.

Handle ice and tableware properly -

- Use clean scoops or tongs to pick up ice, do not use hands or glass.
- Store scoops or tongs in a clean container, not in the ice.
- Do not store any food or beverage in the ice.
- Avoid touching food contact surface with dishes, utensils, etc.
- Clean ice tub at the end of every night to prevent bacteria from building.

Avoid cross contamination from one food item to another -

- Keep separate cutting boards for raw and cooked foods.
- Never mix leftovers with fresh food.
- Store fresh raw meats, poultry, and fish on lowest racks.

- Sanitize thermometers after each use.
- When thawing raw foods in the refrigerator, place them on the lowest shelf.

When cleaning stationary equipment -

- Unplug equipment, and make sure hands are dry.
- Disassemble.
- Wash removable parts in dish machine, or three-compartment sink.
- Wash and rinse stationary parts.
- Sanitize food contact surfaces with sanitizer.
- Air dry before reassembling, without touching food contact surfaces.

Preventing falls -

- Wipe up spills immediately.
- Use "wet floor" signs.
- Wear shoes with non-skid soles and heels.
- Walk, and do not run.
- Follow established traffic patterns.
- Do not carry anything that blocks your vision.
- Keep drawers closed.
- Use ladders properly; never use chairs, tables or boxes. Do not stand on top of ladder, and do not over reach.
- Turn lights on to see.
- Never run in the kitchen. The floor may be wet.
- Never leave anything on the floor including ice from the ice machine.

Preventing electric shock -

- Never touch electrical equipment with wet hands, or while standing in water.
- Unplug equipment before cleaning or disassembling, to avoid shock.
- Do not yank plugs out by cord. This can cause damage to the cords, which may then cause shocks.
- Report damaged and worn plugs and cords to your supervisor.

Preventing Cuts -

- Know how to operate equipment.
- Pay attention when using sharp equipment. Never touch edges of sharp blades.
- Use guards when provided on equipment.
- Use tampers to push food into equipment.
- Turn equipment off before adjusting.
- No loose sleeves, ties, or dangling jewelry should be by equipment
- Use knives carefully.
- Carry dishes and glassware carefully.
- Sweep up broken glass; do not use your hands.
- Use special container to dispose of broken glass, dishes, and other sharp objects.
- Remove can lids entirely from cans, then dispose of them.

Preventing burns -

- Pay attention when working around hot equipment.

Conclusion

There is a lot of information contained in this manual! Believe it or not, however, there is even more information that is not. We have given you the basics, as we view them, and how we would like them to be conducted. There is no section in this manual concerning "Teamwork." The reason for this is that we feel this topic falls under the "Common Sense" category. We expect our staff at the Whistling Kettle to possess this common sense from the word "GO."

We want you to use the service tips in the manual, along with your common sense, and above all, YOUR individuality, to help create an atmosphere that will encourage good times for our guests, and yourself. When this happens, you will be ensuring the success of not only the Whistling Kettle, but also yourself.

GOOD LUCK!!!